



MULTI-YEAR  
PLAN 1986

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PART I

[91-33/124(7):01]

**THE GEORGE BROWN COLLEGE  
OF  
APPLIED ARTS AND TECHNOLOGY**

**MULTI-YEAR PLAN '86**

**PART I**

**COLLEGE OBJECTIVES**

**APRIL 1986**

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**THE GEORGE BROWN COLLEGE  
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## SYNOPSIS

The report describes a challenging but successful year during which the College maintained a very good educational and financial position. It also describes the complex goals of the institution, the rising expectations of the public and the disparity between resources and those expectations.

Information for this report was extracted from statements of activity contained in the working papers for the Internal College Planning Process. Significant achievements not related to the annual College Objectives are excluded from this document.

During 1985/86, the College achieved four objectives related to growth, image, staff development and applied research. For example, growth was achieved in non traditional areas by extending community outreach activity to the voluntary services sector. Image was improved through the promotion of staff achievements via the internal newsletter. The College continued to strengthen its human resources by increasing internal professional development opportunities and facilitating access to external workshops and seminars. Applied research is expected to provide new information on the relevancy of course materials to skills requirements for current job opportunities specifically in the Health Service areas.

Objectives for the new planning year include renewed emphasis on diversification, encouraging entrepreneurship, reviewing operational activity, emphasizing staff development assiduity and promoting excellence throughout the organization.

All the elements that influence the accomplishment of College Objectives and enhance the teaching/learning environment are in place as George Brown College prepares for the challenges and opportunities of the next two years. With the support of the community, the dedication and competence of our staff, and the success of our graduates, we are determined to meet these challenges.

## COLLEGE MISSION STATEMENT

New ideas, foresight into the future, innovative techniques, entrepreneurship and advanced communications (systems) media compose the atmosphere within which the College must operate, and must operate effectively.

While the College's mission (revised in 1984) remains the same, politico-economic changes and social and technological issues alter the rhythm, patterns and time frames for developing educational tools. The College is consciously striving to:

**"Provide high quality education and training in Technology, Applied Arts, Business and Health Sciences, within a flexible learning environment, for adults who wish to find meaningful work and self fulfillment in a changing society."**

This mission implies excellence; excellence in our pursuit to capture unfolding opportunities for education and training for the local community and beyond; education with a vision!

To fulfil its mission, the College will go forward to reach and inspire audiences, removing the barriers which stand between the individual and the knowledge based society.

## ENVIRONMENT

This year in review reveals significant developments on several fronts.

### **THE LABOUR MARKET**

Unemployment in the Toronto area declined by almost a percentage point to 5.8 percent by the end of 1985.

A survey of just over 3,000 firms in the Metro area indicated industry's buoyant mood in 1985 with only five percent of respondents indicating a long-term decline in their industry. Fifteen percent of manufacturing firms surveyed stated that in the short-term new job types would be created by new technologies or techniques. In addition thirty-eight percent of the firms saw the creation of similar jobs.

A mini-boom in house sales in late 1985 - early 1986 created serious skill shortages in construction trades particularly in brick and stone masons.

The proposed construction of the Dome Stadium at Toronto's Harbourfront promises significant skill requirements in the construction trades but also in the management skill requirements for such a sports complex. In the hotel and convention industry, a forecasted 15 percent decline in business did not occur with employment levels remaining stable.

### **IMPACT OF GOVERNMENT POLICIES AND COMMUNITY COLLEGE GOVERNANCE**

1985 saw a university president march in public protest over the continued underfunding of Ontario's post-secondary system - protest that has been voiced in many ways by other senior college and university

## ENVIRONMENT (continued)

administrators. However, the Minister of Colleges and Universities has said that - provincial resources for post-secondary institutions are unlikely to ever meet their needs.

The faculty strike of 1984 led to the formation of the Skolnik Task Force -whose report in 1985 stated that underfunding in the community college sector requires immediate redress with focus on faculty whose workload should be decreased and whose opportunity for returning excellence into the classroom must be enhanced.

## **FEDERAL - PROVINCIAL RELATIONS**

The federal Canadian Jobs Strategy introduced in 1985 revolves around the philosophy of increased involvement of the private sector in job-training activities, activities previously automatically given to the educational sector. The focus of the various strategies in the programme is the shift away from temporary make-work programmes to training programmes preparing participants for full-time work.

The federal Task Force of Program Review scrutinizing government programs has outlined several options for educational transfer payments to the provinces ranging from complete withdrawal to providing funds directly to institutions possibly through a voucher payment system to students.

## **THE IMAGE OF GEORGE BROWN COLLEGE**

The creation of the Community Outreach division was designed to link with community groups. In a co-operative mode, both George Brown and the



## ENVIRONMENT (continued)

particular community group will offer needed training to target groups. George Brown, on a cost-recovery basis, provides the teaching and facility resources as required.

Given this outline of major events of 1985, what does 1986-87 and indeed the next few years bode for George Brown College? The immediacy of the changes in federal government funding through training seat purchases in short programmes is evidenced by a possible 12 percent decline for George Brown in this revenue source for 1986-87. Community outreach activity revenues can only marginally offset this decline. The severity of this financial decline is augmented by a general uncertainty regarding other funding sources. The review of the federal role in provincial educational funding is compounded by the review of the Ontario community college system. The effects of any recommendations from such reviews will probably not be felt in the next year but will certainly shape the future of our College. In the meantime, the only certainty George Brown has in 1986-87 is one of financial constraint.

## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #1

**Increase enrollment by building on past successes, introducing new programs and courses, using innovative teaching techniques, and extending our services to a wider public.**

- During the year the College experienced 3.5% growth in post-secondary areas. Of this growth, approximately 1% was achieved in areas of technology.
- Part time enrollment in Continuing Education increased by 15.9% in the fall of 1985.
- Growth through diversification was made possible through programs such as "Computer Aided Drafting and Design" for unemployed draftspersons.
- The start of a Community Outreach Department also allowed the College to reach new clientele from non-traditional sources.
- Other effective strategies included the College's involvement with International Fellowship Programs and Community Based learning projects.
- Four new Post-Secondary programs were successfully started in Health and Fashion Divisions.

In addition, we expanded computer hands-on-training in two divisions.

The establishment of a Learning Resource Centre in the Health Sciences area is expected to allow student access to innovative learning techniques. Also, remodelling the "Activities Room" at Nightingale Campus enhanced the learning environment.

- Curriculum revision in Community Services and micro computer purchases in Health Sciences are expected to positively impact growth.
- Through BILD funds the Graphic Arts Division was able to update equipment to state of the art levels.

## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #2

Develop a sense of pride in our College by encouraging co-operative activities among all departments, emphasizing excellence, and publicizing individual achievement.

Enhanced employee relations and programme promotion have always been focal to our efforts to improve our image. Strategies developed in 1985 in pursuit of these goals proved most successful.

- Two divisions collaborated with the Toronto Board of Education in developing programs to encourage high school students to enter careers in non-traditional areas, specifically in Science and Technology.
- During the year the College also sponsored a public conference on "equality in the work place" held at St. Lawrence Hall. One hundred and twenty participated.
- Pilot studies in marking procedures were conducted by two divisions, and interdepartmental seminars were organized to explore new delivery methods.
- A "Community Outreach" Department was organized to establish a link between the college and the community. Three successful seminars were offered to management personnel of non-profit organizations.
- Enhancing the appearance of public access areas at the Nightingale Campus is expected to promote the College image.
- In recognition of individual achievement, some staff members were presented with special awards.
- An innovation Centre was established to help entrepreneurs and innovators in the local community.

## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #3

Generate programs and activities which will provide all College staff with opportunities for career development, accommodate technological advancement, and effectively respond to the changing needs of our community.

Staff Development activities, also at the forefront of our efforts for the year, strengthened innovative thinking and exploration of new trends in education.

Activities ranged from management training courses to high level workshops on "Critical Thinking" and Entrepreneurism".

- Thirty faculty members from two divisions attended highly specialized seminars and workshops on Computer Assisted Drafting and Engineering;
- Fifteen support staff participated in hands on training in the use of micro-computer software and modern automated office procedures;
- Fifty-two administrators and managers attended seminars on applications of new technology to the educational environment; and
- Twenty-four staff (women) participated in management science seminars and an additional three employees participated in six-month management internships.

The purchase of ten micro processors allowed one division and two departments to increase staff development in the area of CADD, Test Generation and Student Fees Management.

## REVIEW OF LAST YEAR'S OBJECTIVES

### College Objective #4

**Conduct academic research addressing areas such as - the needs and interests of adult learners, the effectiveness of alternative delivery systems, the role of computer assisted instruction, and the use of the electronic media for expanded instructional services.**

During the year studies were conducted to identify critical areas for applied research. With special funding from the Ministry of Colleges and Universities, a Computer Managed Instruction System is being developed with possible implementation at other provincial training institutions. The Health Sciences area is conducting a special two year study related to student attrition and factors leading to early withdrawal from programs. Consistent with our policy of co-operative activity with business and industry, a faculty advisor was hired to promote more Co-op development in business training. Labour Market studies, conducted jointly with Humber, Centennial and Seneca Colleges, identified important changes in employee turnover. Many divisions and departments are experimenting with new micro-computers to further their objectives of optimizing their service levels. A special task force is examining the communications systems within the College with the intention of improving public accessibility and image.

## CHALLENGES 1986-87

In an environment where the challenges of today are inspired by social and economic issues and where the only constant is change, George Brown College is moving forward with enthusiasm by coping with the growing complexities of providing effective education.

In broad terms, many of the current challenges are being addressed through the creativity of staff and support from a dedicated management team. However, erosion in funding of college activity on a funding unit basis (more than 20% over five years) is inhibiting development in new programs which could help people to accommodate change. The College is continuing its efforts to match resources as closely as possible with the province's current need for a skilled labour force.

Changes in the "Canadian Job Strategy" project will generate a potential loss of \$7,000,000 over a three year time frame. Will we be able to offset this loss with new activity? Collective agreement proposals for reduced teaching work loads (student contact hours) could increase the cost of college education by 10 to 20% over one year. Substantial increases in productivity will be required to control costs and match current quality levels with available resources. At best, we will have to improve teaching/delivery methods, most likely, with the help of new technology. Presently, two to three years are required to develop, test and implement computer supported instructional packages. This development is dependent on the sophistication of an already computer literate staff. A much stronger commitment to the development of human resources will be necessary over the next few years if we are to achieve our goals of growth and diversification. What will be the source of staff development funds during this period of decreasing financial support?

Current studies indicate that approximately 15% of the College's instructional equipment is obsolete. The level of obsolescence varies from less

### CHALLENGES 1986-87 (continued)

than one percent in Community Services to thirty-nine percent in Graphic Arts programs. The "excellence" funds (a provincial government initiative) is helping to replace some of the equipment. Will the colleges have access to a similar funds in the future?

Today's students will become tomorrows entrepreneurs. The College must rethink many of its programs to prepare graduates for small business ownership and competition on a global scale. What are some of the implications of such an endeavor? What is the appropriate discipline required to achieve an entrepreneurial environment?

College trained people expect to achieve better socio-economic mobility than their cohorts with a high school education. This expectation can best be realized by expanding their range of knowledge and experience while attending college. Programs need to reflect a more "liberal education" with cultural, social (survival skills) and economic components appended to the curriculum. While this is a desirable goal, affordable solutions tend to escape us.

A growing public awareness of the costs of higher education - in direct competition with health services in our society - creates a restrictive barrier to innovative growth during this period of declining enrollments. Consequently, identifying new markets for college services requires a special focus on income generating activity. The influence of the balance sheet on the quality of new offerings may encourage marginal performance. How do we acquire essential control to prevent fragmentary college training?

The acquisition of creative/intuitive knowledge is facilitated by a supportive learning environment. The process is, however, hampered by economic constraints and outdated facilities. The scarcity of flexible teaching space in the College is restricting expansion in many of the most rapidly

### CHALLENGES 1986-87 (continued)

growing areas. For example, planned growth in the Community Services area (Nightingale Campus) requires 40% to 50% more assignable teaching space (currently - 13,200 square feet). In addition, COSTI language training requires space for 200-300 students as leased facilities (St. Patrick's school) are scheduled to be closed.

Finally, there is a need to think through the real choices in the allocation of the College's scarce resources. How does one designate priority to excellence in a period of financial restraint?



## COLLEGE OBJECTIVES 1986/87

### COLLEGE OBJECTIVES

The annual generation of the College's major goals is dictated by economic, political and demographic changes in society. These changes determine the course and content of educational activity. This year the College is set out to achieve Institutional Growth, Entrepreneurship, Institutional Review, New Skills Development, and Excellence.

#### **OBJECTIVE #1**

##### **INSTITUTIONAL GROWTH**

**Promote institutional growth and diversification to respond to new educational demands of a changing population and the specific needs of the socially and physically handicapped.**

We have a conceptual understanding of the linear demographic changes within the population of the Province of Ontario. Development of the general trend towards an ageing population requires new programs and services from community colleges. The traditional clientele of the colleges - people in the 19 to 25 years age range - is decreasing while a more mature audience is seeking knowledge to broaden their career options. Linking the concepts of developing a first career and enriching an existing career or career change is the challenge that has been accepted for the coming year. The goal is to achieve replacement growth through program diversification. The College desires to maintain its current enrollment level by promoting growth in the non-traditional areas, thereby making knowledge available to a wider audience.

## COLLEGE OBJECTIVES 1986/87

### **OBJECTIVE #2**

#### **ENTREPRENEURSHIP**

**Promote innovative entrepreneurial activity by providing encouragement, opportunities and resources.**

The College's objective is to create the appropriate environment where new ideas will flourish and be developed to the benefit of people within the organization and the community at large. Recognizing the genuine potential of the institution and the growing need for job creation, the College will encourage students and staff to accept the challenge of innovation.

Acknowledging the fact that small business is providing most of the growth in new employment, the College will therefore concentrate on developing entrepreneurial talents and "small business management" skills where it has expertise. The commercialization of innovative ideas will be encouraged as a means of supporting graduates in the start-up of their own business.

### **COLLEGE OBJECTIVE #3**

#### **INSTITUTIONAL REVIEW**

**Introduce an institutional review system - including program evaluation - to comply with provincial requirements and to assess the quality and growth of our services.**

Provincial requirements, combined with a strong awareness of public accountability, necessitate an Institutional Review System - an evaluative process that will penetrate the College at all levels.

Monitoring the effectiveness of educational activity will safeguard against complacency, redundancy and obsolescence. It will enhance the quality of our services and ensure the relevance of our training, and therefore the employability of our graduates.

## COLLEGE OBJECTIVES 1986/87

### **COLLEGE OBJECTIVE #4**

#### **NEW SKILLS DEVELOPMENT**

**Concentrate on new skills development for employees affected by organizational and technological change.**

A focus on new skills acquisition has been prompted by the development of new programs, the expansion of computer assisted services and the growing need for entrepreneurial skills.

New directions in programs and technology also create the need for additional knowledge and alternative and innovative methods of instruction. Flexibility and creativity are key words in addressing change. The answer is to strengthen marketable expertise and skills.

### **COLLEGE OBJECTIVE #5**

#### **EXCELLENCE**

**Promote excellence in all aspects of the college organization.**

The objective to strive for excellence is selected to promote a greater sense of pride in and commitment to our organization. Excellence means building on creative potential, stimulating innovation and progress, and providing sound leadership. Excellence implies quality. The College senses a growing need to ensure the high quality of expertise and training not only within the local community, but also on the international scene.

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### **COLLEGE OBJECTIVE #1**

#### **INSTITUTIONAL GROWTH**

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
STDN.01	With the LIBIS automated circulation system now in effect, increased efficiency and accuracy in circulation procedures will be achieved. More importantly, this system will link the College's Libraries with other community college libraries and will allow easier access to their collections.	LIBRARY
PROG.01	The development of the programmes "Support Care For the Physically Disabled" and "Training the Handicapped Adult in Transition" is expected to increase enrolment in the area of Applied Arts.	HEALTH SC.
PROG.02	Offering two Seminars/Conferences on social issues to the local community will increase goodwill and strengthen ties.	RES. & P.D.
PROG.03	A statistical labour market information base will be developed to support the College's Programme Advisory Committees.	RES. & P.D.

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### COLLEGE OBJECTIVE #1

#### INSTITUTIONAL GROWTH

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
STDN.02	The invitation of 400 high-school students to the 1986 Spring Fashion Show will create an awareness of and arouse interest in the College's offerings in the area of Fashion.	FASHION
PROG.04	Enrolment growth is expected via the development of preparatory courses for socially disadvantaged students.	HOSPITALITY
PROG.05	A two semester post secondary program "Chemical and Biological Technician" will be developed.	ACADEMIC
PROG.06	A "Family Care Assistant Program" will be developed and offered to high school graduates. This program will be designed to create opportunities for students otherwise unable to access the college system.	HEALTH SC.
STDN.03	An open house will be held to showcase the talents and know-how of students in Furniture related programs.	FASHION

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### **COLLEGE OBJECTIVE #1**

##### **INSTITUTIONAL GROWTH**

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
STDN.04	Enrolment growth will be achieved through an increase of women in non-traditional programmes. Special events, such as a "Why Not Technology" day for high school women will be organized to promote this objective.	ARCHITECT

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### **COLLEGE OBJECTIVE #2**

#### **ENTREPRENEURSHIP**

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
PROG.07	The College's experience, expertise, and potential will be promoted to the Canadian private sector and federal and provincial crown agencies which do business internationally.	STAFF D.
STDN.05	Co-op placement activity will be expanded to include Physical Distribution, Small Business Administration, Retail Management and Property Management programs.	BUSINESS
STDN.06	The College will host a very special event - the seventh World Congress, Mega Trends in Tourism Training.	HOSPITALITY
STDN.07	Saturday workshops and seminars that cater to people who cannot attend regular training sessions will be developed and offered in the Fall of 1986.	CON. ED.
PROG.08	A course on how to own and operate a freelance Graphic Design business will be developed.	GRAPHIC A.
PROG.09	Alternative delivery methods in education, such as distance learning and community outreach, will be explored as a means of diversification.	HEALTH SC.

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### COLLEGE OBJECTIVE #3

#### INSTITUTIONAL REVIEW

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
STAFF.01	The "Competency Based Teacher Education" will be implemented to promote quality education. A two day seminar will be held to explore the introduction of this system within the College.	STAFF D.
PROG.10	A <u>program evaluation process</u> , involving faculty and students, is expected to improve the quality of program offerings.	GRAPHIC A.
PROG.11	The Watchmaking programme will be revised to avoid obsolescence and to reflect changes in technology.	FASHION
PROG.12	All Hospitality curricula will be assessed and revised to meet the requirements of the Canadian Federation of Chefs de Cuisine.	HOSPITALITY



## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### COLLEGE OBJECTIVE #4

#### NEW SKILLS DEVELOPMENT

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
STAFF.02	Specialized seminars on applied research and evaluation techniques will be offered to College managers to strengthen their decision-making and communication skills.	RES. & P.D.
STAFF.03	Computer Graphics faculty will be provided with opportunities to update their skills in latest videography/computer graphics techniques.	GRAPHIC A.
STAFF.04	To meet current industry standards, four faculty members will be provided with training in CAD/CAM technology. CAD/CAM will be incorporated into the curricula of Creative Fashion Design, Apparel Pattern Making, Furniture Upholstery, and Apparel Manufacturing Management.	FASHION
STAFF.05	All Finance and Accounting staff will be provided with opportunities to broaden their skills via in-house and external professional development programmes.	FINANCE

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### COLLEGE OBJECTIVE #4

#### NEW SKILLS DEVELOPMENT

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
STAFF.06	Special training will be made available to the Registrar's support staff to raise the level of their technical expertise and to improve interpersonal relations.	REGISTRAR
STAFF.07	The staff computer centre will be expanded for use both as a drop-in and training centre for the College's staff and private industry.	STAFF D.
STAFF.08	Support staff will be provided with specialized training in the use of micro-computer software for management information systems.	RES. & P.D.
STAFF.09	Electro-Mechanical faculty will be provided with seminars and courses to allow them to keep pace with innovative technology.	ELECT.-MECH.
STAFF.10	A new on-site Staff Development Centre will allow Hospitality and Fashion Faculty to upgrade their computer skills.	HOSPITALITY & FASHION

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### COLLEGE OBJECTIVE #4

#### NEW SKILLS DEVELOPMENT

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
STAFF.11	Staff retraining will be encouraged and implemented through extension courses, daytime offerings and high technology seminars. This is expected to allow versatility in instructional assignments.	GRAPHIC A.
STAFF.12	Faculty will be provided in-service training in the effective use of new computer hardware and software acquisitions.	ACADEMIC
STAFF.13	Computer literacy and training in word processing will upgrade the skills of support staff in the Nursing Department.	HEALTH SC.
STAFF.14	Quality control, co-ordination and documentation training related to the College's New Financial Systems will be developed for staff.	FINANCE

## COLLEGE OBJECTIVES 1986/87

### IMPLEMENTATION PLAN

#### COLLEGE OBJECTIVE #5

#### PROMOTE EXCELLENCE

<u>STEP</u>	<u>STRATEGY</u>	<u>RESPONSIBILITY</u>
PROG.13	All academic professional staff will be working in pursuit of reliable and effective measures to assure optimal quality in the training provided to the students.	PRESIDENT PROFESSIONALS RES. & P.D.
PROG.14	A methodology for developing and exchanging information on educational costs and the issues and procedures associated with the cost calculations will be expanded during the year	RES. & P.D. FINANCE REGISTRAR
PROG.15	A high resolution computer graphics system will be acquired to produce typeset quality materials for promotional brochures, student handouts, newsletters, etc.	STAFF D.
STAFF.15	A method of providing customized information on individual career development opportunities for staff will be implemented during the year.	PERSONNEL